

# **Ministry of Community Development, Cooperatives & Volunteers**

## **Performance Plan 2000 - 2001**

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## **A Message from the Minister**

It gives me great pleasure to introduce the 2000/2001 Performance Plan for the Ministry of Community Development, Cooperatives and Volunteers.

Our communities are being deeply affected by social and economic change. The ministry's programs are part of the government's plan to assist communities explore opportunities, diversify their economies and forge their own path to a more prosperous future.

The fabric of British Columbia society has traditionally been woven through the quiet work of the people in our communities. The Ministry of Community Development, Cooperatives and Volunteers recognizes the importance of that work and is committed to securing it by supporting the role of the voluntary sector, assisting with community development and strengthening the co-operative sector.

The Performance Plan reflects our role in achieving the priorities of government and identifies the specific goals and objectives of the ministry. The plan describes the ways and means of achieving our vision for the future and monitoring our progress.

This Performance Plan is a framework sustaining our commitment to supporting and investing in community efforts to build and maintain their health and self-reliance.

Sincerely,

Jenny Wai Ching Kwan  
Minister

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## Introduction

The Ministry of Community Development, Cooperatives and Volunteers was formed in the summer of 1999, from the desire of the government to create a primary point of reference in government through which it could realize its vision for the strengthening of the provincial economy at its most grassroots level.

As such, the Ministry brings together program elements which share that common vision. Since the Ministry was founded, these separate elements have been integrated to ensure effective program delivery. The results of these efforts are reflected in this, the first-ever annual Performance Plan for the Ministry.

As in every agency, there is an ongoing effort in the Ministry of Community Development, Cooperatives and Volunteers to ensure that the programs delivered are well-coordinated with efforts taken elsewhere, and that they represent an efficient and effective use of public resources.

The Ministry is also moving ahead on several other matters key to its long-term success. These include the adoption, approval and implementation of a Ministry Employment Equity plan through which the Ministry will apply the principles of employment equity by promoting a workplace free of harassment and discrimination where everyone is treated with respect and dignity.

As well, the Ministry's activities are guided by adherence to a fundamental and underlying principle of accountability. The Ministry is following the approach for the administration of programs recommended by the Auditor General. Regular consultations are undertaken to ensure that programs continue to meet the priorities of stakeholders and government. Program guidelines are reviewed at least annually and adjusted as required to ensure ongoing effectiveness, efficiency and relevance.

## **Ministry Vision, Mission & Mandate**

### **Vision**

Our vision is a province in which all communities:

- have a diversified and sustainable economy and a vibrant voluntary sector;
- are resilient, with the ability and tools to manage change and to shape their own futures;
- engage their citizens in identifying and implementing new opportunities for development, diversification and learning, including fostering the development of co-operatives;
- take an active role in the stewardship of their local environment; and
- celebrate their diverse social and cultural heritage.

### **Mission**

The Ministry of Community Development, Cooperatives and Volunteers promotes and supports community efforts that encourage all British Columbians – no matter what their economic or social standing – to build and maintain healthy, innovative communities reflecting the goals, aspirations and participation of their citizens.

### **Mandate**

More specifically, the ministry has a mandate to:

- complement the tools, resources and expertise that communities already have for developing their opportunities and responses to social and economic change;
- support, encourage and invest in community-led efforts to build healthy, sustainable, self-reliant communities;
- ensure communities affected by economic change and dislocation are supported and empowered by access to tools, resources and education to create new social and economic opportunities;
- promote and support the development of cooperatives as a model for social and economic development;
- recognize and support the role of the voluntary sector in building communities;
- work with existing structures and organizations to facilitate the sharing of information and best practices between communities; and
- ensure government policies, legislation and regulations comprehensively support community social and economic development.

## **Ministry Values**

### **Integrity**

We are committed to working together in an open, fair and honest manner.

### **Respect and Diversity**

The uniqueness and diversity of individuals and communities is recognized and respected.

### **Recognition**

We strive to create a workplace where staff enjoy coming to work every day, and know that their contributions are valued and appreciated.

### **Responsibility**

We devolve responsibility and authority for decision-making commensurate with the capacity of each staff member.

### **Collaboration**

To achieve success, we work and learn together as a team.

### **Creativity and Flexibility**

We encourage learning and reward creativity and innovation.

### **Excellence**

The work we do makes a positive difference to the communities we serve.

## **Ministry Operating Principles**

The Ministry of Community Development, Cooperatives and Volunteers adheres to the following **operating principles**:

- We support community-led and community founded solutions and work with communities to build on their inherent strengths.
- We act as a catalyst to help ensure communities have the additional tools and resources they need for self sufficiency and decision-making.
- We actively seek the ideas and opinions of the people we serve, and those with whom we collaborate to achieve our goals. We keep others informed of new developments and changing circumstances.
- Fair and equitable access to programs, resources and services is essential for communities in order to promote the integrity of our work and its outcomes.
- Our processes and procedures support decision-making that is timely and responsive to communities' needs and based on the best available information.
- We demonstrate fiscal responsibility and accountability for results to our community partners and stakeholders and the general public.

## **Environmental Scan**

The Ministry of Community Development, Cooperatives and Volunteers is uniquely positioned to play a key role in strengthening local and regional economies and enhancing community sustainability. It has a challenging mandate and a strong, dedicated staff drawn from diverse backgrounds.

### **Changing Population**

British Columbia's population of 4 million is growing more diverse with a steady influx of newcomers from other parts of Canada and around the world. B.C. is home to a large, culturally diverse and geographically dispersed population. Over the past ten years, net migration has accounted for 75 per cent of the province's population growth. In the past, the bulk of the immigrant population came from Europe; more recently, Asia has become the predominant source.

### **Changing Economy**

In the past few years, communities across British Columbia have been negatively impacted by a variety of social and economic pressures. Many communities have become more vulnerable due to factors such as globalization and concentration of corporate ownership.

Indicators of economic and social conditions show that many resource-based and rural communities are suffering significant stress. In addition, some urban communities are dealing with high levels of unemployment, growing income disparity, and a wide range of related social problems.

### ***British Columbia's Changing Industrial Structure***

Natural resource industries provided the foundation upon which British Columbia's economy was first built, and are still the dominant industries in many rural areas and smaller centres of the province. However, changes in the continental trading environment have encouraged the diversification of the British Columbia economy, as have the low Canadian exchange rate and a rapidly expanding domestic market and labour pool within the province.

The decline in the relative size of the resource sector has been highly visible across British Columbia. The mining sector is undergoing tremendous change, as evidenced by the announced closure of the Quintette coal mine in Tumbler Ridge, and the closure of the Sullivan mine in Kimberly. These closures have repercussions beyond the immediate industry. Railroads and terminals involved with the export of the ore are also affected by changes in the mining industry.

Coastal communities have been impacted by a series of economic pressures over the past five years, the most recent being the Fraser River Sockeye closure. Job losses have been substantial and unemployment remains high in coastal communities as a result, despite the federal Pacific Fisheries Adjustment and Restructuring Program which was introduced in 1998 to ameliorate the situation.



***The Growing Service Sector***

The decline in the importance of the resource sector has been accompanied by growth in other types of industries. Three-quarters of British Columbia's GDP comes from the service sector, which is now the primary engine of economic growth. Service industries are also the main employers of British Columbians. Three out of every four workers in the province have jobs in service industries.

***The Knowledge-based Economy***

The emergence of new, high-technology industries has boosted the activity of some service-sector companies. Many other industries in the current economy also have a high service-sector orientation. The transition to a new, high-tech economic base has several implications for community development, including increased economic interdependence, more "unconstrained" enterprises, and more rural opportunities.

**Government Context**

A concentrated focus by the Province on communities, their needs, and their relationships with government policies and programs has largely been missing in British Columbia. While community development activity has been occurring across numerous ministries and agencies, the formation of the MCDCV gives a higher profile to and a lead agency for the Province's involvement in community development.

As part of its role, MCDCV can act as a facilitator in assisting partner community agencies in accessing services and resources. MCDCV can also encourage more effective use of resources by various stakeholders and assist other investment agencies in getting better results from the resources that they expend in communities, for example, through arrangements like the Vancouver Agreement.

***Relationships with Other Providers***

MCDCV must carefully manage relationships with other ministries, agencies and organizations. Some federal departments, for example, are playing active roles in community economic development.

As well, some federal initiatives are becoming more regional in focus and require coordination with provincial efforts. There is a need for ongoing dialogue with the federal government regarding roles, expectations and the need for collaboration on community economic development.



## **Trends**

There are also a number of external trends which have implications for the work of the Ministry.

### ***Changing Intergovernmental Relationships***

All levels of government and First Nations are changing the ways they work together. Inter-jurisdictional agreements are becoming more common and are having an increasing impact at the local level. The Ministry faces a growing range of ways to work in partnership with other government bodies.

### ***First Nations Issues and Settlement of Land Claims***

The land claims process, and the results of treaty negotiations, will have an impact on many communities throughout British Columbia over the next several years.

### ***Broadening the Scope of Community Involvement***

Government, business, and the non-profit sector are increasingly recognizing the importance of learning from clients and stakeholders.

Awareness of diversity (culture, language, age etc.) needs to be integrated in community development practices and considered in the Ministry's program design and delivery.

### ***Supporting Peer Learning and Development***

The community development skills and capacities of individuals and organizations are gaining recognition as a highly valuable form of expertise. Local initiatives are learning from each other, and from their peers around the world.

The Ministry can play a strong role in enabling communities to talk to one another, about best practices and about how to address challenges.

### ***Use of Information Technology***

The use of information technology and the role it plays (both positive and negative) in "community" is a major consideration for the practices of community development. The definition of "community" may be changing, for example, because of communication technologies such as the internet.

The Ministry will have growing opportunities to use information technology in working collaboratively with partners and stakeholders.

### ***Green Business***

Increasing markets for "green" products and services are creating exciting opportunities for community economic development. The Ministry can direct resources to support the success of initiatives that contribute to the health of both the environment and the economy.

### ***Public/private Partnerships and Investments***

There is a growing trend towards the use of partnerships of government initiatives with the private sector. These have the benefit of leveraging seed funding to much-needed areas of the economy which might otherwise not have access to such resources.

### ***Greater Program Integration and Coordination***

Multi-stakeholder initiatives and efforts to coordinate programs with overlapping objectives are becoming more common. Coordination among funding agencies is gaining recognition as a necessary strategy for enhancing efficiency and effectiveness.

## The Ministry

### Overview

The Ministry of Community Development, Cooperatives and Volunteers is organized to deliver a set of core programs and initiatives in support of the government's role in the transition to a new economy. The approach of the Ministry is to provide the tools to communities to let them decide what direction to take in realizing their social and economic future.

### Structure

The Deputy Minister is responsible to the Minister. The Executive Committee for the Ministry consists of the Deputy Minister, Assistant Deputy Minister and Branch Executive Directors and Directors.

The Ministry has a total allocation of 61 full-time employees (FTEs). The Ministry supports the provincial role in the Vancouver Agreement using a project team approach, chaired by the Deputy Minister. The Assistant Deputy Minister also serves as Chair of the cross-government ADM's Committee on Community Transition.

Financial, administrative, human resource and information management services are provided under an arrangement with the Ministry of Employment and Investment (MEI). The Executive Financial Officer of the Ministry of Employment and Investment sits on the MCDCV Executive Committee.

### Branches

**Community Enterprise Development and Regional Operations** is responsible for the implementation of the Community Enterprise initiative as well as managing the Ministry's relationship with the arm's length agents who deliver this initiative in the regions.

**Community Transition and Planning** is responsible for community transition assistance for communities that are largely dependent on a single resource industry and are facing severe economic dislocation as a result of anticipated or actual corporate decisions to downsize, relocate or close facilities permanently; for corporate planning; for monitoring and for reporting on performance against Ministry plans and objectives; for management of the ministry legislative process; and for managing the interface with the MEI's Finance and Administration Division.

**Cooperatives and Volunteers** provides seed funding and other support to assist new and expanded co-operatives that generate socio-economic, employment and opportunities in communities. It is responsible for the *Cooperative Association Act*, and the administration and management of the Co-op Advantage program.

The Branch also provides funding and support to recognize and strengthen the work of volunteer organizations, primarily through the InVOLve BC program.

**Urban Community Development** develops and delivers initiatives aimed at providing social and economic development opportunities for residents in disadvantaged urban areas of British Columbia. The Branch administers the Bladerunners and Community Solutions programs and other initiatives that support and empower multi-barriered, low-income residents to participate in their communities, obtain employment and enhance their quality of life.

***Intergovernmental Relations & Strategic Initiatives*** performs Ministry strategic research and program/policy development; manages the development and maintenance of agreements and relations with other levels of government and jurisdictions to support Ministry and Provincial Government interests in community development.

***Communications*** provides support to the Minister, Ministry Executive, programs, branches and regions relating to communications policy, issue management, media relations, marketing and communications planning. The branch develops, implements, delivers and evaluates ministry communications activities.

***The Vancouver Agreement*** project team supports the five-year agreement among three levels of governments: the Provincial and Federal governments, and the City of Vancouver. The Agreement reflects the commitment of all three levels of government to work together, within their own jurisdictions and mandates, and with communities in Vancouver, to promote and support sustainable economic, social and community development.

Note: The Social Alternatives Unit was transferred from the Ministry of Social Development and Economic Security to MCD CV after the 2000/01 budget was finalized.

## **Ministry Goals & Objectives**

The Ministry has three goals that reflect its long-term vision and define the essential elements of our mission to *"promote and support community efforts that encourage all British Columbians – no matter what their economic or social standing – to build and maintain healthy, innovative communities reflecting the goals, aspirations and participation of their citizens."*

### **Goal: Self Reliant Communities**

#### **Objectives**

1. Greater awareness in communities of all of the potential vehicles for community development available in the public, private (small business, cooperatives and self-employment) and voluntary sectors.
2. Enhanced local capacity to manage and deliver community development initiatives
3. Increased opportunities for marginalized individuals
4. More effective community use of government programming

### **Goal: Communities with resilient and diversified economies**

#### **Objectives**

1. Improved access to local natural resources
2. Improved community access to capital
3. Decreased community dependence on single industries
4. Broader range of local economic opportunities throughout the province

### **Goal: Community Focus in Government**

#### **Objectives**

1. Greater awareness in government of local aspirations
2. Greater awareness in government of the voluntary and cooperative sectors
3. Improved, integrated collaborative response to community initiatives

## Programs and Projects

To realize its goals and objectives the Ministry of Community Development, Cooperatives and Volunteers has launched and manages the following five programs and one project:

**Community Enterprise** is part of the government's overall strategic commitment to help with regional economic diversification as announced in the 1999 budget speech. It is a B.C. government initiative that encourages greater economic diversification in primarily coastal and rural resource based communities.

The program provides target communities facing economic transition and hardship with cost-shared contributions and other support in order to plan, develop and implement new and innovative locally driven business ventures. In addition, Community Enterprise supports community economic development through policy and development of legislation and by providing leadership for a multi-faceted approach to community diversification and development.

Community Enterprise has three broad components and is delivered and administered with ministry partners and regional delivery intermediaries:

- Provision of direct financial support to community and regional organizations
- Enhancing small business access to debt and equity capital
- Expediting use of natural resources to assist with community economic diversification

2000/01 Resources:                      \$9.2 million

**The Co-op Advantage** promotes and supports the development and expansion of cooperatives, regionally and sectorally, that create sustainable jobs, strengthen and diversify the economy and enhance community services in British Columbia. It has three funding areas: partners in co-operatives, innovation and demonstration projects and sector development initiatives including: education, promotion and information.

2000/01 Resources:                      \$2.58 million

**InVOLve BC** recognizes and supports the work of the voluntary sector in creating services and opportunities that enrich the lives of British Columbians, sustain and develop communities, and contribute to the development of civil society. It has three funding areas: voluntary action fund, innovation and demonstration projects and sector development initiatives including: education, promotion and information. The Ministry, through InVOLve BC, will be closely involved in the International Year of the Volunteer (IYV).

2000/01 Resources:                      \$2.58 million

**Community Solutions** provides funding to develop new locally designed and driven community development projects for multi-barriered, low-income individuals and neighbourhoods. The program supports projects that maximize community benefits including, but not limited to, the stabilization and/or creation of housing, training and employment, public space, art and cultural amenities, social, economic and environmental initiatives. There are three streams of funding available and non-profits, Co-operatives and First Nation Bands are eligible for funding.

2000/01 Resources:                      \$0.25 million

**BladeRunners** helps disadvantaged youth with multiple barriers to employment find long-term attachment to the workforce in construction and related trades, through collaborative partnerships with community organizations, employers and the building trade unions. The program objectives are:

- identify and recruit into the BladeRunner program youth, aged 19 - 28, who have multiple barriers to employment;
- provide local, meaningful work experience for participants in construction and related trades, with training to enhance long-term employment prospects;
- create on-going support for participants to ensure long-term attachment to the workforce, where possible, referring individuals into apprenticeship positions in the trades; and
- maintain and strengthen existing partnerships with community organizations, employers and the building trade unions.

2000/01 Resources:                      \$1.3 million

**Community Transition** projects provide financial and other support to rural and resource-based communities in immediate economic crisis for purposes such as incremental social and human services, worker transition and adjustment, economic development, transition planning and other community purposes. These projects include specialized studies to identify diversification opportunities for communities in transition, and to lay out the steps necessary for all aspects of the community to adjust based on the likely future those opportunities present.

2000/01 Resources:                      \$2.9 million

**Intergovernmental Relations and Strategic Research** maintain intergovernmental agreements and initiatives in support of BC's community development priorities. Strategic research projects support community economic diversification and development, and generate evidence of what works in policies and programs and community development initiatives.

2000/01 Resources:                      \$0.6 million



## Performance Measures

The performance measures which are identified below are intended to gauge the progress of key activities the Ministry is undertaking to further its objectives. The degree to which results can be attributed to ministry efforts and effectiveness is anticipated to be quite high in most cases. Yet the measures require a high degree of cooperative effort from other ministries, levels of government, organizations and the public. This is the first-ever Performance Plan for the new Ministry and, as it and its programs develop, the measures and expected outcomes will also evolve.

Goal/Objective	Strategy/Activity	Outcomes	Outcome Measure
<b>A) Self Reliant Communities</b> 1. Greater awareness in communities of all of the potential vehicles for community development available in the public, private (small business, cooperatives and self-employment) and voluntary sectors. 2. Enhanced local capacity to manage and deliver community development initiatives 3. Increased opportunities for marginalized individuals 4. More effective community use of government programming	<ul style="list-style-type: none"> <li>- Community Enterprise</li> <li>- Co-op Advantage</li> <li>- InVOLve</li> <li>- Community Solutions</li> <li>- BladeRunners</li> <li>- Community transition initiatives</li> <li>- the Vancouver Agreement</li> </ul>	<ul style="list-style-type: none"> <li>- Enhanced local capacity to manage and direct community economic development</li> <li>- Stronger cooperative and voluntary sectors</li> <li>- Increased awareness and understanding of cooperatives and volunteer organizations and their contribution to community</li> <li>- Growth in enterprises, cooperatives, and volunteer organizations producing social and economic benefits</li> <li>- Economic diversification in rural, resource and coastal communities</li> </ul>	<ul style="list-style-type: none"> <li>- Number and size of community economic development organizations in rural, resource and coastal communities</li> <li>- Number of small and medium size businesses in regions, contributing to economic diversification</li> <li>- Number of new and expanded cooperatives</li> <li>- Number and range of volunteer organizations supported in communities</li> <li>- Level of awareness of cooperatives and volunteer organizations and their value</li> <li>- Number and extent of community networks/partnerships established contributing to community development</li> </ul>
<b>B) Communities with resilient and diversified economies</b> 1. Improved access to local natural resources 2. Improved community access to capital 3. Decreased community dependence on single industries 4. Broader range of local economic opportunities throughout the province	<ul style="list-style-type: none"> <li>- Community Enterprise</li> <li>- Co-op Advantage</li> <li>- InVOLve</li> <li>- Community Solutions</li> <li>- BladeRunners</li> <li>- Community transition initiatives</li> </ul>	<ul style="list-style-type: none"> <li>- Economic diversification in rural, resource and coastal communities</li> <li>- Increased community stability</li> <li>- Reduced local/regional unemployment</li> <li>- Increased access to capital for marginalized individuals to become self sufficient</li> <li>- Reduced socio-economic stress in, and inequality among, regions</li> </ul>	<ul style="list-style-type: none"> <li>- Amount of socio-economic stress in, and inequality between, rural, resource and coastal regions</li> <li>- Amount of economic diversification in rural, resource and coastal communities</li> <li>- Amount of resource industry dependency in rural, resource and coastal communities</li> <li>- Number of new business licences</li> <li>- Number of new cooperatives incorporated</li> </ul>
<b>C) Community Focus in Government</b> 1. Greater awareness in government of local aspirations 2. Greater awareness in government of the voluntary and cooperative sectors 3. Improved, integrated collaborative response to community initiatives	<ul style="list-style-type: none"> <li>- Community Development policies</li> <li>- Community Enterprise</li> <li>- Co-op Advantage</li> <li>- InVOLve</li> <li>- BladeRunners</li> <li>- Community Solutions</li> <li>- Community transition initiatives</li> <li>- the Vancouver Agreement</li> </ul>	<ul style="list-style-type: none"> <li>- "Community Lens" policy tool to address impacts of government policies on community development</li> <li>- Memoranda of Understanding between MCDCV and other ministries/agencies to address community development needs through MCDCV and other mandates and programs</li> </ul>	<ul style="list-style-type: none"> <li>- Existence of "Community Lens" policy tool</li> <li>- Number of MOU's between MCDCV and other ministries and agencies</li> <li>- Number of cross-government community transition actions initiated</li> <li>- Number of other inter-ministry community development collaborations created</li> </ul>

## Linkage to Government Priorities

### Relevant Government Priority

### Ministry Goal

### Ministry Objective

<p>Families &amp; Communities</p> <p>Strengthening BC's Economy</p>	<p>A. Self Reliant Communities</p> <p>B. Communities with resilient and diversified economies</p> <p>C. Community Focus in Government</p>	<ol style="list-style-type: none"> <li>1. Greater awareness in communities of all of the potential vehicles for community development available in the public, private (small business, cooperatives and self-employment) and voluntary sectors.</li> <li>2. Enhanced local capacity to manage and deliver community development initiatives</li> <li>3. Increased opportunities for marginalized individuals</li> <li>4. More effective community use of government programming</li> <li>5. Improved access to local natural resources</li> <li>6. Improved community access to capital</li> <li>7. Decreased community dependence on single industries</li> <li>8. Broader range of local economic opportunities throughout the province</li> <li>9. Greater awareness in government of local aspirations</li> <li>10. Greater awareness in government of the voluntary and cooperative sectors</li> <li>11. Improved, integrated collaborative response to community initiatives</li> </ol>
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## Resource Linkage

### Summary of Budget & FTEs

MCDCV's budget for 2000/2001 is \$22.730 million and 61 FTE's. The following reflects a break-down of the budget by major activities:

Activity	Budget (\$ million)	
	Amount	%
Minister's Office	0.424	1.9
Corporate Services	2.033	8.9
Community Programs *	20.273	89.2
<b>TOTAL</b>	<b>22.730</b>	<b>100</b>

\* includes programs, community transition, intergovernmental and strategic activities and the office of the Assistant Deputy Minister

### 2000/2001 Ministry Strategic Activities

In order to achieve the goals and objectives identified above, the Ministry will utilize its budget and human resources to achieve a wide range of activities in the 2000/2001 fiscal year. The key activities are itemized below.

Because the Ministry is itself very much in early development, its evolving and adaptive nature is reflected in the activities described below. Over time, these activities are expected to continue to change to reflect experience and the rapidly changing environment.

In 2000/2001, the Ministry of Community Development, Cooperatives and Volunteers plans to undertake the following key activities:

1. In collaboration with other Ministries, provide financial and other support to rural and resource-based communities in immediate economic crisis, including:
  - monitor implementation of the Gold River transition assistance package approved by government in 1999
  - work with the community in Tumbler Ridge on transition and adjustment activities, including the identification and evaluation of diversification opportunities
  - develop and implement plans responding to fisheries communities affected by the 2000 Department of Fisheries and Oceans Fishing Plan
  - facilitate development of the coastal zone economic development strategy and structure
2. Create databases containing baseline information on current social and economic indicators in order to monitor progress made by communities receiving transition assistance, and Ministry-wide project management.
3. Pursue opportunities to expand partnerships with other agencies to increase available capital to encourage start-up and expansions of small businesses in target communities.

4. Fund pilot projects:
  - for the transfer of Crown resources to local communities to maximize economic benefits while maintaining environmentally sustainable land use practices and recognizing aboriginal rights and title;
  - promoting and building capacity in the cooperative sector, educating cooperative members and providing information about the cooperative model
  - that support and strengthen community volunteer organizations, such as an initiative promoting and supporting the screening of individuals who volunteer with children and vulnerable persons.
5. Evaluate the pilot Community Capacity Building program for further expansion and enhancement of the initiative.
6. Investigate and develop policies and legislative proposals with respect to:
  - regional and community development;
  - the regulations for the *Cooperative Association Act*; and
  - options arising from the experience of pilot projects.
7. Expedite community Crown resources licensing in feasible sectors directed to coastal and resource communities experiencing economic stress.
8. Complete the Knowledge Network series on community economic development and diversification
9. Develop the BladeRunner youth employment program:
  - review feasibility of program expansion beyond construction related trades
  - complete the two-year longitudinal study
  - celebrate the success of BladeRunners who receive journeyperson status
  - develop and implement a data base for BladeRunner to track and evaluate performance measures and program outcomes
10. Develop and implement the Vancouver Agreement, a five-year agreement among three levels of government: the Provincial and Federal governments, and the City of Vancouver, to promote and support sustainable economic, social and community development.
11. Develop and implement a Community Development Fund to work towards
  - funding community development projects in the Downtown Eastside
  - increasing community capacity
  - involving community representatives in decision making
  - facilitating partnerships with other levels of government

12. Develop and maintain intergovernmental agreements and initiatives to support BC's community development priorities, including:
  - Complete participation in the Western Economic Partnership Agreement with the Government of Canada
  - Cooperation with the Government of Canada on the community adjustment needs of coastal communities
  - Participation in the "Rural Team BC" partnership with the Government of Canada on rural community development issues
  - Leadership of a bilateral BC - Canada Learning Communities committee
  - Participation in the Federal-Provincial-Territorial National Children's Agenda
  - Development of a provincial-territorial working group on community development and the voluntary sector
13. Strategic research and policy development to promote and strengthen best practices in community development that meet the current and future socio-economic challenges for BC communities, including:
  - develop data on the socio-economic conditions of BC communities
  - identify and track socio-economic changes and impacts on BC communities
  - identify and promote best practices in community development
  - create outcome and evidence based evaluation tools for government and community investments in community development
  - create tools, knowledge and opportunities for communities to enhance their capacity to manage change
  - develop partnerships with other ministries and institutions to coordinate applied research and policy development to benefit communities in their efforts to manage and direct socio-economic change
14. Develop and maintain Ministry web site.
15. Develop a formal employment equity plan to uphold the principles of employment equity, including:
  - develop a proposal for a PSERC -funded "intern" for a youth who may be a member of a designated group
  - continue outreach recruitment in youth employment programs